

**From organizational crisis to multi-platform salvation?  
Creative destruction and the recomposition of news media.**

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**Abstract**

Schumpeter's trope of 'creative destruction' aptly describes current transformations of news media whose business models are adjusting to the twin challenges of digitisation and the internet. While most production studies focus on the journalistic labour process, based on current empirical research into the UK press and access to key decision-makers, this article presents case studies of the strategies pursued by the *Financial Times* and *The Telegraph* in migrating from print to digital. It shows how new conceptions of the news business are being articulated by managements, how production is being reshaped and increasingly driven by data analytics and poses questions about the impact of these changes on journalistic practices.

**Keywords**

Creative destruction, digital, internet, multi-platform, news media, newspapers, production studies